

SECRET EYES ONLY

DD/S 66-2579

MEMORANDUM FOR THE RECORD

E-X-T-R-A-C-T

"Executive Director mentioned that the briefing on Pearl Harbor which was given yesterday will be repeated. DCI wants attendance by middle and upper grade intelligence officers made mandatory."

E-X-T-R-A-C-T

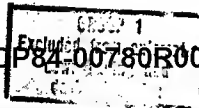
ADD/S/AMW:bak(13 May 66)

Distribution:

Orig. - D/Commo on 13 May 66)

~~1~~ - DD/S Subject

SECRET EYES ONLY



DD / S R E G I S T R Y

FILE *Comm* 3 MAY 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Crisis Management - Human Communications

1. This memorandum suggests action on the part of the Executive Director-Comptroller; this action is contained in paragraph three.

2. The Director of Communications recently participated in a discussion on crisis communications which included a presentation on Pearl Harbor developed by the Institute for Defense Analyses (IDA) officials. Since the subject matter bears directly on the continuing Agency consideration of improving its handling of crises, arrangements have been made to have a senior IDA official present the Pearl Harbor study to a selected Agency audience on 12 May in the auditorium. It is anticipated that additional smaller group presentations may be subsequently desired by Agency components.

3. To give the 12 May presentation appropriate sponsorship and backing, it is recommended that you sign the attached memorandum to the Deputy Directors and Heads of Independent Offices.

SIGNED Alan M. Warfield

Alan M. Warfield
Acting Deputy Director for Support

Att:

Proposed Memo to Multiple
Addres for L. K. White
Same subject

Originator:

Director of Communications

Dist: Q [REDACTED] - Addr w/att

-2 - DD/S Chrono. Subject: *Watt*

1 - chrono w/att

1- ER what.

Approved For Release 2003/04/29 : CIA-RDP84-00780R001200060016-8

declassifier

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM					
UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Director of Communications				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
Remarks: "Jack - If you have not already done so, I suggest a letter of appreciation for DCI signature." (Handwritten by AMW)					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.					DATE
AMW					13 May
UNCLASSIFIED		CONFIDENTIAL		SECRET	

FORM NO. 2-61 237 Use previous editions

U.S. GOVERNMENT PRINTING OFFICE: 1961 O-552221

Distribution:

Orig. - D/Cw/O DD/S 66-2579

1 - DD/S Subject w/cc DD/S 66-2579

DD/S 66-2579: Memo for
Pearl Harbor

--	--

ILLEGIB
ILLEGIB

~~CONFIDENTIAL~~

DD/S66-2358

Executive Registry
66-2010

9 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

[Redacted Signature]

25X1

L. K. White
Executive Director-Comptroller

~~CONFIDENTIAL~~

GROUP 1
Excluded from automatic
downgrading and
declassification

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. ~~Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure,~~ Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each independent office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White
Executive Director-Comptroller

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each independent office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White
Executive Director-Comptroller

Distribution:

Orig. - DD/I

1 - ea other addressee

1 - ER

1 - DD/S Subject

1 - DD/S Chron

CONFIDENTIAL

9 May 66

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

11 MAY
1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 15 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

(5)

I. K. White
Executive Director-Comptroller

Originator: D/Commo

Rewritten: A-DD/S/AMW:bak(3 May 66)

Distribution:

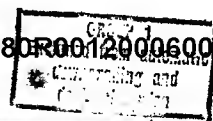
Orig. - Addressee (DD/I)

1 - DD/S Subject

1 - Approved For Release 2003/04/29 : CIA-RDP84-00780R001200060016-8

1 - BR
D/Commo

CONFIDENTIAL



Director of Communications

GA 43 Headquarters

We have reserved four spaces for the Office of Communications to attend the IDA presentation in the auditorium on 11 May 1966 at 1030 hours.

STAT

12/
[Redacted]
9 MAY 1966

Executive Officer to the DD/S

7D18 Headquarters

[Redacted]

EO-DD/S:VRT:ses (9 May 1966)

Distribution:

Orig - Adse

✓ - DD/S Subject

1 - DD/S Chrono

Mr. Warfield

Mr.

Mr. Bannerman

Attached is a copy of a paper on Human Communications that Mr. discussed at the DD/S Staff Meeting last week. A space has been reserved for you to attend if you desire. Please note the date has been changed to 11 May 1966 at 1030 hours in the auditorium.

DD/S space for attendance has been reserved for Messrs. Bannerman, Warfield, and four members of the Office of Communications; and three members of each other Support Office; making a total attendance of twenty-five.

VRT

EQ-DD/S:VRT:sas (9 May 1966)

Distribution:

- Orig. - Each Adse (RLB, AMW, WFV)
- ✓1 -- DD/S Subject w/X att
- 1 -- DD/S Chrono
- 1 -- VRT

CONFIDENTIAL

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

CONFIDENTIAL

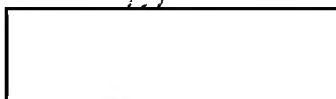
Director of Personnel	5E13 Hqs.
Director of Logistics	1227 Ames
Director of Medical Services	1D4060 Hqs.
Director of Security	GE31 Hqs.
Director of Training	532 1000 Glebe

Director of Finance

616 Key

Attached is a copy of a paper on Human Communications which Mr. discussed at the DD/S Staff Meeting last week. We have reserved three spaces for your Office to attend the IDA presentation in the auditorium on 11 May at 1030 hours.

STAT



Executive Officer to the DD/S

7D18 Headquarters

EO-DD/S:VRT;ses (9May66)

Distribution:

- Orig. - Each Adse (D/Finance, D/Pers, D/L, D/MS, D/S, D/TR)
- ✓ 1 - Subject w/X att
- 1 - DD/S Chrono
- 1 - VRT

CONFIDENTIAL

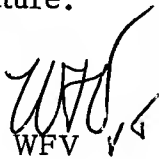
SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

CONFIDENTIAL

TRANSMITTAL SLIP		DATE 24 May 1966
TO: Mr. Warfield		
ROOM NO.	BUILDING	
REMARKS: Recommend your signature.  WFV		
FROM: Assistant Executive Officer to the DDS		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

☆ GPO : 1957—O—439445

(47)

~~CONFIDENTIAL~~

DD/S 66-2749

66-2382

26 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence
Deputy Director for Plans
Deputy Director for Science and Technology
Deputy Director for Support
Deputy to the DCI for National Intelligence
Programs Evaluation
General Counsel
Inspector General
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Pearl Harbor analysis presented by Dr. Thomas G. Belden of the Institute for Defense Analyses on 11 May to a group of senior Agency officials proved to be a most interesting and valuable session. Arrangements have therefore been made to repeat the 45-minute presentation for a much larger group on 8 June at 1:30 p.m. in the auditorium.

2. Dr. Belden's presentation, which demonstrates the essentiality of precise use of language in human communications through an analysis of events leading up to the attack on Pearl Harbor, has special significance for all intelligence officers. To permit as many such officers as possible to attend the 8 June presentation, quotas have been assigned as follows:

DD/I	175
DD/P	175
DD/S&T	50
DD/S	25

Each independent office and element of the DCI's office may determine its own attendance requirement.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

[Redacted Signature]

25X1

L. K. White

Executive Director - Comptroller

~~CONFIDENTIAL~~

